



**DEPARTMENT OF THE ARMY**  
**U.S. ARMY CONTRACTING AGENCY**  
**HEADQUARTERS, NORTHERN REGION**  
**11 BERNARD ROAD**  
**FORT MONROE, VA 23681-1001**

**SFCA-NR**

**1 September 2004**

**MEMORANDUM FOR U.S. Army Contracting Agency (ACA) Northern Region**

**SUBJECT: ACA NR Administrative Policy Letter A04-03, Equal Opportunity (EO)**

- 1. I am personally committed to the Army's Equal Opportunity Program and expect the same from all military and civilian personnel, especially ACA NR supervisors and leaders.**
- 2. Discrimination, whether real or perceived, can destroy cohesion, undercut morale and discipline, and interfere with mission readiness and accomplishment. Every individual has the absolute right to work in an environment free of discrimination. Discrimination will not be condoned or tolerated in the ACA NR.**
- 3. Supervisors and leaders will maintain a workplace climate that fosters fairness, dignity and respect, while ensuring elimination of discriminatory attitudes, behaviors, and practices that impact adversely on the ability to accomplish our mission.**
- 4. Individuals desiring to file discrimination complaints are encouraged to first use their chain of command in order to resolve complaints at the lowest level, when possible. Complainants may choose to file either an informal or formal complaint. All complaints will be addressed in a prompt, professional manner. Other channels available for assistance, guidance and redress include, higher echelons of the complainant's chain of command, Equal Opportunity Advisor, Chaplain, Inspector General, Staff Judge Advocate, Provost Marshall, medical agency personnel, or the Housing Referral Office. NR supervisors and leaders will ensure that complainants and witnesses are protected from acts or threats of reprisal and/or retaliation.**
- 5. Local Equal Opportunity Offices are the focal point for assistance with EO programs, complaints and procedures.**
- 6. This administrative policy applies to all personnel in the ACA NR.**
- 7. This administrative policy remains in effect until rescinded or superseded.**

  
**JOANN LANGSTON, SES**  
**Director**  
**Army Contracting Agency**  
**Northern Region**